

INTELLIGENCE COMMUNITY STAFF

12 January 1982



Attached for inclusion in three notebooks are:

- DCI talking points--PFIAB Support
- Intelligence Community elements
- DCI talking points--Capabilities Study
- Note for DCI re security briefing to Board

Please note that we have included two versions of talking points re the Capabilities Study:

- The first (5 pages) was, we believe, presented by the DCI to the National Security Planning Group.

- The second (3 pages) was prepared for DDCI use.



*See head
14:00
file*

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1. Effective immediately, a minimum of a one-year rotational tour in a policy agency or non-intelligence consumer of CIA analysis will be required of all prospective DDI division chiefs. At the outset, we will obviously need to be flexible in view of the fact that so few prospective or present division chiefs now have such experience. I expect to begin

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the program with about 10 rotations each year and initially to administer it flexibly so that no one's career suffers unfairly. But be on notice: hopeful, prospective and present division chiefs had best begin planning when they want their rotation. Candidates will be selected by existing career service mechanisms. We have ^{too few} ~~almost no one~~ in DDI management who know firsthand how the policy agencies work and how they use our intelligence day in and day out. Managers cannot usefully guide analysts and understand consumer requirements themselves without such experience. By way of analogy, the DDI is supposed to design and build cars but too few managers here have seen one, ridden in one, or much less, driven one. This must and will change.

2. All DDI research programs will be reevaluated. As part of the evaluation, each office will be expected to provide a report on research underway in other parts of the Intelligence Community on the subjects described in their research programs. They also will be asked to identify whether research on similar subjects is underway outside the US Government and, if so,

where it is being done and whether the DDI has been in contact to determine the value of the outside work. The research program for each office will be evaluated in terms of relevance to the needs of the President and the National Security Council. Self-initiated projects that alert policymakers to issues that have not yet come before them but are likely to pose problems ahead will be continued. Building block research on important areas also will be identified and protected. Other projects likely will be pruned to free analysts for higher priority work. I will review the results with the Research Planning Steering Group.

3. You and your supervisors will be evaluated and promoted on the basis of the quality of your work. Each DDI office will be required immediately to develop and maintain a production file on each analyst whose primary job is research and writing. As you know, DDI branch and division chiefs often remain in one place for only a year or two. Too frequently, a proven analyst must "start over" each time he or she gets a new supervisor. The analyst production file will help ensure that an analyst's reputation does not rest on the recall of transitory chiefs.

At the same time, the body of an analyst's work will assist new supervisors in quickly becoming familiar with their analysts' strengths and weaknesses—and targeting shortcomings for remedy. Additionally, the file will enable supervisors to gauge whether an analyst is getting better over time, as well as the overall accuracy and quality of his or her work. These too long have depended on supervisors' memories and impressions. This production file will circulate to members of career service panels when an analyst is being considered for evaluation, ranking and/or promotion. Evaluation of ^{his or her} ~~their~~ production will be the primary element in consideration for promotion and for each analyst's annual evaluation. Quality, not quantity, will be the basis of evaluation. Analysts and managers, working together, will put together a production file for each analyst for calendar year 1981 or further back as you wish, which will serve as the basis of the production file. These files will be maintained at the division level.

4. A DDI Production Evaluation Staff will be established. Consisting of four or five professionals, including perhaps

one or two outsiders, this staff will be charged with reviewing specific DDI products, categories of production (e.g., current intelligence publications), office publications, and so forth. Their reports, accompanied by comments from the head of the component producing the evaluated material, will be forwarded to Evan Hineman and me. Evaluations will consider relevance, timeliness, quality of writing and presentation, innovativeness, imagination, and above all, accuracy. This Staff will be the DDI's own "junkyard dog."

5." Beginning this year, DDI analysts will be expected to refresh their substantive knowledge and broaden their perspective through regular outside training. This may be at a local university, courses sponsored by local institutes or think-tanks, or other arrangements to be approved by office directors. We will look into offering a few courses from local universities here at Headquarters. The DDI will pay the cost of this training. ~~and analysts will be allowed time off both to take courses and for course preparation~~ Each analyst will take

academic courses for credit and the grade will be recorded in his personnel file for consideration at the time of evaluation. Within a year or two, when we can ensure the availability of necessary funds, each analyst will be required to take at least one three-hour course or its equivalent every two years. In the meantime, DDI will pay for as many such courses as we can afford and analysts who take advantage of such training opportunities will receive preferential consideration for travel, promotions, and in their evaluations.

6. A Center for Instability, Terrorism, and Insurgency will be established. This reflects my view that one of the principal challenges this country will face in this decade—as since 1975—will be Third World instability and Soviet exploitation of it. Instability, terrorism, and insurgency are related elements of this challenge and we cannot afford to slight them any longer. The existing terrorism unit will be incorporated in this Center. The Center will ^{include the} reestablish a core group for the study of instability ^{that} ~~such~~ as formerly existed in the Office of Geographic and Societal Research ^{and now exists in}. Because no one—

no one—in the DDI is working on the general problem of insurgency, a small staff also will be created to work on this difficult problem. Those in charge of each of the three elements will chair directorate-wide working groups to ensure constant interchange between those examining the problems in a general sense and those analyzing them on a region-specific basis.

7. Current intelligence publications will henceforth present information in two parts. Each story will begin with a recitation of the facts as we know them. After the reader has been informed of the facts, each piece will have a "comment" section, which will contain DDI analysis of the factual information just presented. Too often there is confusion in the reader's mind between what is fact and what is analysis. Also, too often the present format allows the recitation of facts to pass for analysis and disguises the dearth of the latter in a piece. There will be more emphasis on including in each item analysis of real value to the reader.

8. The title "National Foreign Assessment Center" has led to confusion on the outside whether we are part of CIA and what our role is. It differentiates us from the other directorates in CIA and implies we are somehow detached from them. It has proven awkward. As I announced on Monday, the title "National Foreign Assessment Center" has been dropped and the directorate is once again the Directorate of Intelligence and is to be known, as in the past, as the DDI. The position DD/NFA also will be abolished, although I will continue to perform a community role in production on behalf of the DCI.

9. Each office will be required to develop an aggressive program of contacts, conferences, and seminars on important subjects. Subjects of these meetings should correlate closely with each office's research program and should be intended to inform those in the office associated with such projects of the views of experts outside CIA and the Intelligence Community. A schedule of such conferences and seminars will be prepared on an annual basis and will parallel the research program, although other relevant topics may be addressed. Similarly,

~~each~~ offices will be expected to develop a roster of outside contacts and consultants on each country or general subject area who will be asked regularly to review drafts and provide critical commentary. ✓

10. The accuracy, relevance, and timeliness of each DDI product is the primary responsibility of the analyst and branch, division, and office chiefs. Until further notice, all draft intelligence assessments, research papers, Congressional briefings prepared for DCI/DDCI use, and typescript memoranda prepared for circulation to policy agencies will be provided to me for review before publication or dispatch. Those which are time urgent shall be so marked, with the deadline clearly indicated. Each draft will bear the name and initials of the analyst and approving branch, division and office chiefs—those who bear responsibility for its quality—and the dates the draft was received and the next level. ~~each.~~ I expect managers to process drafts promptly and—although I know what I am letting myself in for—I assure you I will not hold any draft, even if not time sensitive, more than 48 hours. More urgent papers will be reviewed so as

to meet deadlines. This is not to plague you with even more editors. Your office director and I will be reviewing drafts to see if they answer the right questions, are well thought out, are realistic, do all the work for us they can do, and are clear.

11. In an intelligence organization, it is essential that voices crying in the wilderness—those who hold unorthodox or minority views—be heard. Beginning immediately, any analyst who believes his office publications, Agency publications, or other formal channels are not addressing key issues, problems or divergent views in his or her area of responsibility, is invited to send me a memorandum setting forth these concerns and alternative views. Such memoranda should be forwarded through the Office Director, but the Office Directors are obligated to send them to me. This is a serious undertaking for people with serious misgivings or concerns. I do not expect this opportunity to be abused with frivolous or trivial subjects. This measure should help ensure that bureaucratic hierarchies do not limit the expression of serious views by

experienced analysts. I personally assure you that no analyst will be penalized or suffer for taking advantage of this opportunity. Indeed, it should be to his or her credit.